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USA R&CC

Journal

January 1976

Starting a New Year!

Where to in 1976?

By the R&CC Journal Staff

Now that 1975 is gone, we can say for certain that we will never see a year like it again. We can now forge ahead with our Bicentennial celebration and, when it's all over, we can start thinking about our Tricentennial; we'll have a hundred years to plan for it.

Planning effort has also gone into the *Recruiting & Career Counseling Journal*: where it's been, where it is today, and where it should be tomorrow.

From Volume 1 in our files, we found out that during the week ending April 5, 1919, ten men enlisted at Camp Stanley, Tex. From the historical viewpoint half a century later, knowing that information is almost as interesting as watching paint dry.

Half a dozen years ago, the *Journal* seemed to be in a contest with itself on the subject of how many people could shake hands with each other in front of a camera.

The December, 1975, issue carried an interview with the Secretary of the Army and an article on women at West Point.

Unabashedly, we have come a long ways.

But the journey isn't over.

In early 1975 the *Journal* published the results of a readership survey and then we subjected the year's 12 issues to a detailed content analysis.

The survey showed that the following types of articles were considered most important to readers:

- Articles about recruiting techniques.
- Articles about enlistment options.
- News about Army training.
- Information about command policies.
- Articles on counseling techniques.

The analysis, which covered the years 1973 through 1975, showed that articles on "sales" and "motivation" increased greatly while "advertising" and "information" articles dropped in frequency. We feel we have been moving in the right direction, but that we have more moving to do.

In this issue, you'll find (on page 33) another survey form which you're invited to fill out and return. If you have gripes or complaints about what's in the *Journal*, let us know. We also appreciate any compliments if you think the *Journal* is deserving of them.

Where to now?

Probably the most important part of the survey is the last part where we ask for your suggestions on future topics and themes. We have a fairly good idea of what types of articles the *Journal* should contain, but we would prefer having recruiters and counselors themselves tell us. Since they are the ones upon whose shoulders the success or failure of the Command rests, they are the people in the best position to know what's needed. Who knows more about putting young people in the Army than the people who have been doing just that on a daily basis?

If one particular recruiter has been especially good at persuading college graduates to join the Army, then he is the person we need to help write an article on how to persuade college graduates to join the Army. USAREC has a great reservoir of recruiting knowledge in its individual recruiters, and the *Journal* should be used to further spread that knowledge to all of our recruiters.

When a recruiter or counselor contemplates an article on a certain subject, he is invited to call the *Journal* staff for any needed assistance, or to contact his DRC A&I shop where there is skilled journalistic help available. Just ask.

Questions

The other day we were talking with an individual who is considered to be an expert in his field. He said he was amazed that so many questions were put to him on that subject when he visited a DRC. He said nobody had ever asked him those questions before. He said that if those questions cropped up at one DRC, they surely had cropped up at others. He reminded us that the only stupid question is the unasked question.

For him, for us, and for everyone else, we invite your calls, letters and questions. If you can't write a letter, scrawl it on a buckslip. Our address is at the bottom of the masthead on p. 5.

For every question, comment, letter and call, there is an answer. And somebody at USAREC HQ will provide it.

Views and Reviews

FLARE

SSG Del Senn greets MG Forrester at the Florissant, Mo., RS.

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As our nation enters its 200th year, our task as members of U.S. Army Recruiting Command remains vital to the existence of the country. On the back of this issue I have listed, in the form of New Year's resolutions, the primary challenges we face.

The first challenge is to continue to make the concept of right person, right time, right job work to its fullest. We know that by doing this we can be of maximum value to the Army — and that is our job. Recruiting is a means to the end of providing our nation with its finest Army.

The second challenge we face is to continue to train, to sharpen the talents of our field recruiting force. The Army must compete for the young people it needs. Our recruiters must be able to sell young America on the value of an Army experience. This can be done only by a truly professional sales force which really believes in the product it has to offer. Our sales force must be perceptive, truthful, imaginative — in a word, true professionals.

Our third challenge is to continue to represent, in the best light, the Army in our communities. Our field recruiters are often the only link between the Army and the civilian world. The Army is judged each day by the conduct of members of this Command. Our Command must be exemplary in every contact with the citizens of the nation.

Being a good citizen begins at home. We must take care of our families, take the time to be part of the community in which we live, to be walking examples of what we sell . . . the proud U.S. Army.

By keeping these three simple resolutions, we can be assured that 1976 will be another banner year for the U.S. Army Recruiting Command.

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EUGENE P. FORRESTER
Major General, USA
Commanding

U.S. ARMY RECRUITING and CAREER COUNSELING
journal
Vol. 29 No. 1, January 1976

Page 14

Page 27

Page 30

FEATURES

2 Where to in 1976?
6 A very broad view of the Army Accession system
6 A very broad view of how USAREC fits into the Army accession system
12 A recruiter's New Year Resolutions
13 1975: it was an interesting year
14 Simply Outstanding
16 FY 76 IG Inspection Report
17 *This* year I resolve:
24 The 'ungreening' of area commanders
27 You can be ripped off almost anywhere
33 Readership Survey
35 Index for Calendar Year 1975

DEPARTMENTS

3 Views and Reviews
5 Letters
18 Field File
22 Q2
23 Station Commanders' training ideas/Quiz
26 Spotlite
29 Career Counselor
30 The Woman Behind the Silver Badge
31 Update

PHOTO CREDITS

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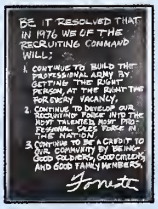

COVERS

The covers, photographed by SFC Marty Gagen, symbolize "a new slate" for the new year. On the back, MG Forrester penned USAREC's 1976 resolutions for all members of the command.

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Commander
U.S. Army Recruiting Command
ATTN: USARCASP-C (Journal)
Fort Sheridan, Ill. 60037

Letters

Guidance Counselors

I am attending graduate school in Guidance and Counseling and just recently became aware of an Article in the June issue, entitled "Putting the Pieces Together."

My concern is the use of the job title "guidance counselor" for our recruiting personnel as described in the article. I do not know the background on the decision to incorporate this title within the Recruiting Command, but feel that it may not be well received by civilians (especially guidance counselors within schools we are visiting, recruiting from, and administering the ASVAB) who, in most states, must have at least a Bachelor's degree in counseling and in many others a Master's degree.

I feel the title has personal status attached to it. It sounds important, and may convey some of the responsibilities the recruiter has. But I also think we must look at the impact, if there is any, it has upon those "real, certified guidance counselors" within the schools we have tried so hard to work with in our recruiting efforts.

Thank you for your attention and time.

CPT Donald B. Legg
Graduate Student
Univ. of Mass.

Guard and Reserve

I understand (that) effective Sept. 1, ARNG/USAR people may enlist without regard to PS objective constraints, provided the member had 12 or LESS months of service in the USAR/ARNG. These people may be enlisted in the MOS which trained if it is an MOS open for PS procurement.

This is not the case at my AFEES where I go for assignment of these applicants. If there is no opening in MOS for which trained, (I am told) the applicant must have 12 or MORE months with the USAR/ARNG before he/she is allowed to be retrained in an MOS on the PS procurement list.

SFC Lee Simons
Tacoma, Wash.

If a person has been on active duty for one day and has a discharge, the only way he can return to the RA is by enlisting again, as a prior service enlistee. He has to meet all PS restraints with no exceptions. In the case of USAR/ARNG people with less than 12 months of Reserve Component time, the only difference is that the USAREC mark that goes on the USAREC wall is placed in the NPS column rather than the PS column. By statute, he is and remains a prior service applicant/enlistee, subject to MOS, grade and assignment limitations as any other PS enlistee.

You cite what is apparently a USAR/ARNG rule on retraining, and USAREC has no control over that.

The point was originally raised by SSG Clarence Ellis of Lansing, Mich., as he wrote the *Journal* in the October issue that many young people join the Guard or Reserve and "they return home and tell their friends about how well they liked the active Army. Many of their friends decide to join the Army. Often a Guardsman or Reservist would like to go on active duty with a friend, but discovers he may be denied enlistment because he is (considered) prior service . . . I feel the policy governing all prior service applicants should not be the same. . . ."

The only thing changed was how the person with 12 or less months could be credited to USAREC people by USAREC. In addition, the message with this change continued, "Members of the ARNG and USAR must not be seen by USAREC recruiters as a market to be exploited. Such action would be detrimental to the reserve component's unit readiness. Recruiters will not actively prospect ARNG/USAR personnel."

The next letter provides a viewpoint from the reserve components.

Take Exception

I should like to take exception to SSG Ellis' letter with regard to Guard and Reserve recruiting. I agree with a lot of what he says, but from a different point of view I'm afraid we are at loggerheads.

The problem is that the Guard — and Reserve — needs people just as bad as the Active Army does. But whereas the Active Army has everything at its finger tips — i.e., REQUEST, sedans, special allowances, etc., Reserve Component counterparts work on a shoestring. Another example, the Guard cannot offer a combat arms bonus, but the Active Army can — and this, again, puts the Guard at a disadvantage.

The point is, the Active Army must be willing to give something up to its Reserve Component counterparts. I look upon an Active Army recruiter going after the men and women I worked so hard to get into the Guard as nothing but sheer piracy.

I thank you for pointing out just how the new system works. There is adequate protection for the Reserve Component recruiter because he (the Active Army recruiter) must determine (the Guardsman's) eligibility for entry under the PS allocation. Chances are such entry will be tough.

LTC Raymond E. Bell, Jr.
Recruiting and Retention Manager
New York Army National Guard

A very broad view of the Army accession system

We've all wondered, at one time or another, why a particular slot was so difficult to fill. Surely there's an E-5 whatever out there just itching to fill that job. It must be a very simple matter to find someone. Not so! Printed across the top half of the next 5 pages you'll find a very general look at a very complex system — the U.S. Army accession system.

By SFC LEN BRECKLER
R&CCJ Associate Editor

"Where are we gonna get another tentpeg repair specialist," growled Captain O. Mann at 1SG Shirt.

"Let USAREC recruit us a new one," reposted 1SG F. Shirt.

The scene was tense in the orderly room of Company C, 525th Mess Kit and Tentpeg Repair Battalion: the only qualified tentpeg repair specialist ETS'ed this morning, the ATT (Army Training Test) started tomorrow, and next week the readiness report was due.

Contributing to the atmosphere, SP4 C. Kent, the company clerk, chimed in with, "We got the requisi-

A very broad view of how USAREC fits into the Army accession system

Now that you've read the top half of this story, take a look at where we, the personnel of USAREC, fit into the awesome Army accession system. Once again, it's a very general look, but it ought to give you some appreciation for the complexity of the recruiting operation.

By DEBBIE GORMAN
R&CCJ Editorial Assistant

The date: July 1. The place: HQ Army Recruiting Command, Ft. Sheridan, Ill. The plot: the Deputy Chief of Staff for Personnel (DCSPER), Department of the Army, has sent a letter containing the number of volunteers the Recruiting Command is charged with recruiting to make year-end strength. The next words you hear: "Oh boy!"

And that is where USAREC enters the continuing saga of the Army accession system.

The Commanding General of USAREC controls a vast network of directors, sub-headquarters and recruiters that spreads from coast to coast, Alaska, Hawaii, U. S. territories and Europe.

Within headquarters, the day-to-day work of supporting and directing field recruiters is done through eight directorates, each with a specific and separate function, and two specialized offices.

All of the directorates are involved in the recruiting of, among others, Tentpeg Repairmen (MOS designation OOT), either directly or indirectly.

For example, the Recruiting Management Directorate receives through the commander, USAREC, from the DCSPER, the recruiting objective for each month and week. These numbers are broken down even fur-

tion in on time. It must be TRADOC's fault for not training a new one on time."

"It must be MILPERCEN's fault," added SSG T. Reign, the training NCO, upholding the reputation of Army training.

"Maybe FORSCOM changed the TDA and we aren't authorized any," was the cheerful help from SFC P. Senceyow, the battalion's PSNCO.

"Somebody's computer musta goofed up," supplied PFC S. Panza as he leaned on his broom.

You can see that Company C has a problem and everyone has his own version of what happened. To the question, "Who's at fault?" the answer could easily be any one of them, or all of them.

The people concerned with Company C's personnel management problem are not working on anything new. When the second person joined the Army way back when, personnel management problems began because one of them was in charge of the other. It's always been that way and no matter what system or systems are developed to correct whatever ailments exist, it eventually comes down to people dealing with people. The variables and intangibles involved mean that human decisions and reactions will affect everything.

The Requirements

Personnel management today begins when Congress establishes the Army's end strength for each fiscal year, the total of all people on the Active Army rolls as of the end of the fiscal year. The Deputy Chief of Staff for Operations (DCSOPS), DA, then develops the proposed force structure needed to accomplish all assigned missions (even repair of tentpegs).

At the same time, armed with an approved budget, the Deputy Chief of Staff for Personnel (DCSPER), DA, computes a man-year ceiling. This represents the cost of one tentpeg repairman in the Army for a full 12 months. The ceiling dictates the average monthly strength during the fiscal year; this requires that USAREC's accessions be tightly controlled to conform to the ceiling.

You can already see the next

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ther into categories of non-prior service male, female and prior service. It is Recruiting Management's job to cut the objective into slices and distribute them among the next recruiting echelons.

Recruiting Management also monitors the REQUEST system — the system that matches a prospect's qualifications with available training reservations. USAREC itself does not control the kind and number of training spots that appear on the REQUEST computer. That is determined by the needs of the Army for certain skills or jobs. When it is decided that the Army is in need of tentpeg repairmen, training classes are set up by TRADOC and school seats appear on REQUEST.

When the word is out that tentpeg repairmen are needed, another directorate, Advertising and Sales Promotion, jumps on the bandwagon. Working with a commercial advertising agency contracted by the Army, A&SP creates advertisements, designs posters and brochures, writes and records radio and TV public service spots, all with the intent of interesting someone in the Army, and in being a tentpeg repairman.

Through the internal communications branch of A&SP, OOEs get the word that the Army has a special need, as well as information about that need and tips on how to fulfill their mission.

The director of Production Management works with the 66 Armed Forces Examining and Entrance Stations which do the mental and physical processing of all military service applicants.

Recruiting Force Management Directorate manages the personnel assets of the Command to maximize the ability to accomplish the mission of recruiting qualified individuals, including tentpeg repairmen.

Supplying the recruiting force with the tools they need to do their job is the task of the Logistics Directorate. Everything from paper clips to sedans to new recruiting facilities passes through that office.

Market Studies and Analysis Directorate is responsible for the gathering of information on the recruiting market, which in turn provides a basis for informed management decisions. This information helps a recruiter to know where the best place is to look for someone who could be a tentpeg repairman.

The Information and Communication System Management Directorate's main task is the assembly and interpretation of information gathered from all Command elements.

The Comptroller oversees the financial resources of the entire headquarters to guarantee the most efficient and effective use of those resources to best support the accomplishment of USAREC's mission.

Headquarters USAREC is not without an Inspector General. He and his staff provide the commander

Two very broad views...

confrontation: the DCSOPS says, "I've gotta have . . ." and the DCSPER says, "I ain't got the money or people to . . ." Being civilized people, they take the problem to an unbiased third party, a computer, for resolution.

Before nailing down the numbers in the force structure, somebody has to take into account the people classified as "overhead." These are people in transit, people in basic training and AIT, patients in hospitals, students attending civilian educational facilities on a full-time basis, and others. They cannot be considered part of the operating force in units, but they must be included within the man-year constraints.

The final computer-derived aggregate strength figures are split out by DCSOPS to the Army's major commands. This provides the maximum number of officers, warrant officers, enlisted men (including tentpeg repairmen) and civilians which may be included in authorization documents for their units.

When the total number of authorized spaces is known, it should be a simple task to compare what the Army *wants* with what it *has* by counting the number of tentpeg repairmen now in the Army, and subtracting those who will be getting out. This will give us the total number of tentpeg repairmen USAREC will need to bring in.

Unfortunately, it's not that simple; people dealing and interacting with people bring in the variables.

The Wrinkles

Through the use of computers and information already in the Enlisted Master File (EMF), on a monthly basis the enlisted force is first divided into four categories: draftees, first termers, careerists, and USAR/ARNG personnel on active duty. Since there is no draft, the first category is not used.

These categories are then broken out into sub-categories based on whether the careerists have more or less than 20 years of service, and the number of years specified in the enlistment contracts of the first termers.

The sub-categories are further broken into population cells based on the number of months to ETS.

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with continuous, accurate and timely feedback from field recruiting and processing forces.

The Command also has the services of a Legal Counsel available to evaluate and interpret the laws and regulations that affect the recruiting effort.

The next lower echelon in the recruiting hierarchy is the regional recruiting commands, which total five throughout the country. Each has a commander and organizational elements similar to HQ USAREC.

Each of these in turn lord over a dozen or so of the 64 district recruiting commands and 66 AFEES scattered over the U. S. (As it stands now, sometime in early FY 77, the AFEES will themselves by organized into three regional commands of their own with the headquarters located at Ft. Sheridan. The CG USAREC, however, will still be the commander.)

The functions of regional and district commands are similar to that of headquarters, but on a more localized level.

For instance, HQ Recruiting Management divides the overall objective among its counterparts at the five regions. They in turn split the objective among their DRCs. From there, another objective is assigned to area commands and recruiters.

Or, look at Advertising and Sales Promotion. Where the headquarters team is mostly concerned with the creation of national advertising, the region and district squads work at placing ads in local newspapers, setting up billboards, seeing radio station program directors and working displays.

From the DRC, next in line in the management chain are area commanders, usually of the rank of captain. They have jurisdiction over a number of recruiters and recruiting stations, and are vital in implementing policy on a local level, solving problems, recruiter training and overall planning. They are an important step between the recruiter and guaranteeing that year-end objective.

Finally we have the real heavyweights, the mainstay of the organization, the field recruiters. They are 4700 strong and located in every state and county, in exotic places like the Virgin Islands, in metropolitan areas like Chicago and in the rural areas of Kansas.

Most recruiters are miles from the nearest military installation, and in many communities, are the only contact citizens have with the Army.

There are recruiters who represent almost every ethnic group in existence, male and female, big city kid or farm town boy. They can be found coaching little league teams, lecturing at PTAs and walking ten miles for charity. Prospects come from high school visits, from children of veterans, from mailback cards in magazines (known as REACT cards) and a few walk into a recruiting station off the street.

(Give thanks to the people who build computers.)

The next step involves application of historical loss factors to each population cell. These loss factors are arranged in 12 categories, including ETS, misconduct discharges, unsuitability and others.

All of this produces a fairly accurate projection of personnel assets through the next six years if there were no gains. Gains are then added based on more historical factors, relative to how people have gained entry to the Army. Included are immediate reenlistments, NPS male and female accessions, prior service enlistments, and others. If draft calls are ever reinstituted, they can be projected too.

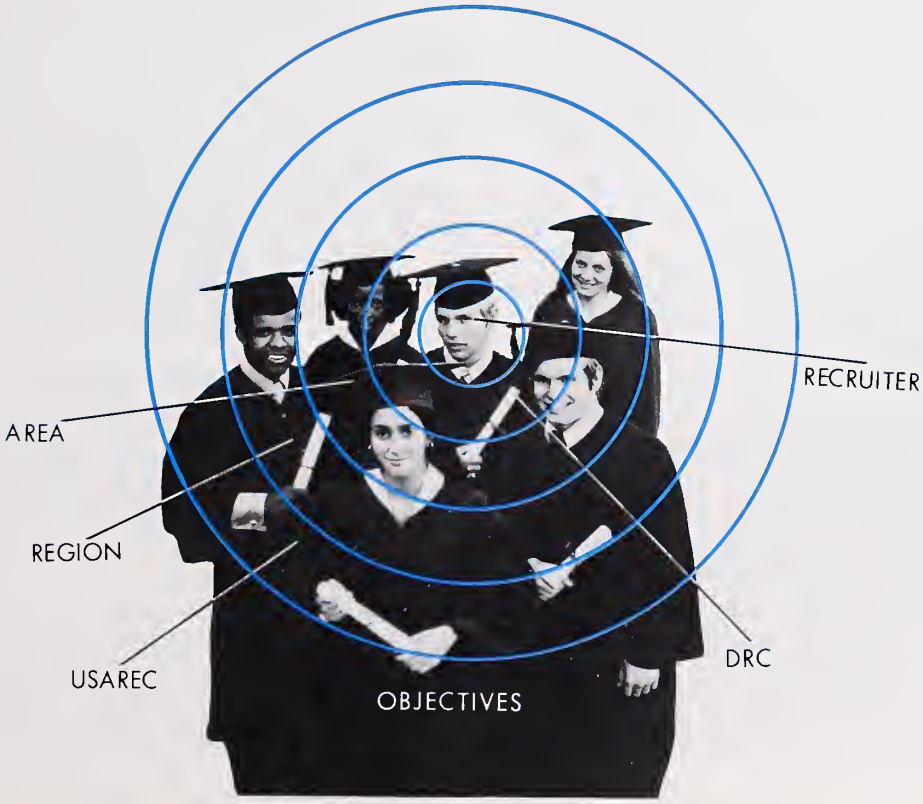
An added benefit in using sophisticated computers is that the program manager can develop fairly accurate projections about things which might happen. For example, how much would USAREC's mission change if all tentpeg repair specialists reenlisted instead of taking ETS discharges?

When computer programmers have what they consider to be the optimum "real world" mix of factors, it becomes the official Army projection. The near-term accessions required to satisfy strength requirements are assigned to USAREC as the NPS male and female, and PS, recruiting objectives.

This data also goes to MILPERCEN for distribution planning, to TRADOC for training load planning, and to other agencies for evaluations on management impacts.

In a steady environment, the gains, losses and training requirements should remain relatively constant. In reality, the seasonability of recruiting, changes in the economy, new or changed policies, directed personnel reductions or cuts in funding all generate waves through the projections that might take three to five years to smooth out.

To maintain the trained strength of the Army in each enlisted MOS, (including tentpeg repairmen) individuals must be trained continuously to match changes in the force structure and to replace losses. The goal is to train sufficient numbers in each MOS each fiscal year so that the total trained personnel in each MOS equals the projected authoriza-



Two very broad views...

tion as of the end of that fiscal year.

Once projected authorizations and the EMF (for personnel inventory) are put into the computer, other factors are added: reenlistment rates, retirement rates, unprogrammed loss rates, basic and AIT training attrition rates, estimated number of AIT graduates, MOS reclassifications, and anything else which could affect the population in any MOS.

If one more tentpeg repair specialist decides to reenlist, one training space in that MOS can be dropped. When one leaves via the expeditious discharge route, one more training space is needed.

Also to be taken into account are the training requirements of the Army Reserve and National Guard.

Training requirements are eventually translated into AIT class schedules and most of them are entered into the REQUEST system.

The REQUEST system is the controlling element for recruiters in correlating the overall recruiting objectives developed in the manpower program with the MOS needs of the Army.

USAREC finds the future tentpeg repairman, matches his qualifications against skill and unit vacancies, enlists him and moves him to a reception station for assignment to a basic training unit.

In the third week of training, MILPERCEN matches qualifications and enlistment options against school quotas, authorizations and requirements. These computer results are checked, corrections or adjustments made, and final AIT assignments for trainees are sent to basic training units during the fourth week of training.

At the AIT unit, the tentpeg repairman is reported again to MILPERCEN to be matched against unit vacancies. If he has an enlistment commitment, his name goes with an appropriate requisition that has been coded and set aside from the normal requisitioning/assignment processes in the Centralized Assignment Procedures system (CAP III).

Graduation time comes, orders arrive, and it comes to pass that Company C receives its newly-trained tentpeg repair specialist. If everything went according to plan,

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The recruiter is the person, who through professional salesmanship, sells the Army. He must be honest, extremely knowledgeable and hardworking.

It is in support of the recruiter that the rest of the recruiting structure works.

Here is how the recruiting process works.

Using a lead that has been secured via REACT, our recruiter places a call to and makes an appointment with a prospect.

It is the recruiter's job to sell the prospect on the Army in general, and not on a particular type of job training or assignment. He does this by determining the needs of the prospect and explaining how the Army can fulfill those needs, whether through benefits, training, leadership, job security, salary, comradeship or whatever.

Once the prospect has decided that the Army is the only life for him (and has met the recruiter's preliminary qualification standards) he is sent to the Armed Forces Examining and Entrance Station.

There, a future tentpeg repairman is briefed, and mentally and physically tested to insure that he meets the minimum Army requirements. If he does not, that is usually the end of the road. But for those who qualify, the next stop is the Army guidance counselor.

It is an awesome responsibility of the guidance counselor, who is normally the cream of the recruiting force crop. He must close each sale by finding a training assignment compatible to both the Army and the applicant.

"Garfield Edgarsleeve, III," rings out over the group assembled in front of the guidance counselor's office.

Garfield toddles towards the voice and greetings are exchanged.

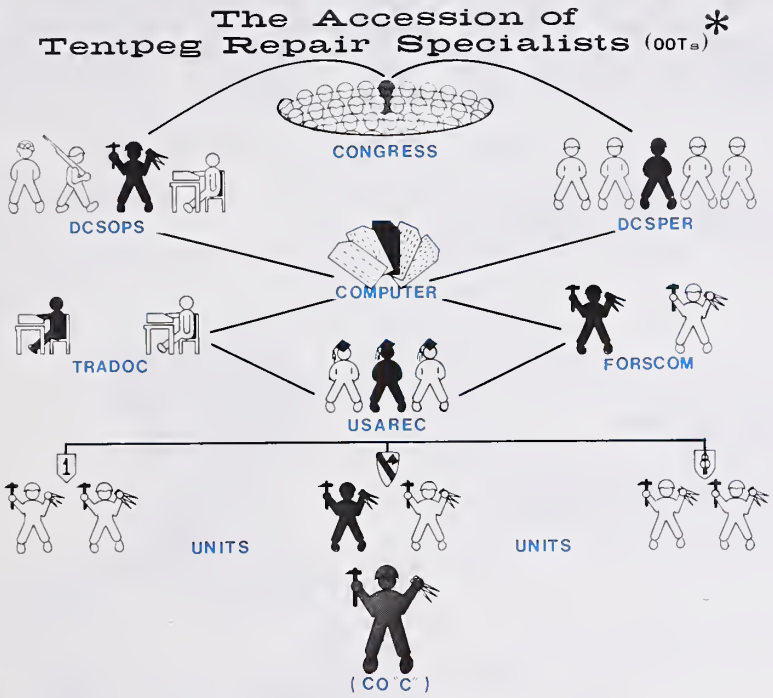
"Your scores are very good," explains MSG Manpower. (Garfield blushes with relief.) "What is it that attracted you to the Army?"

"I guess it's the opportunity to test myself. I'd like to work outdoors, if I can . . . and the money is a lot better than I'm making as a house painter," Garfield explains.

"When do you think you can go into the Army?" is the guidance counselor's next question.

"Well, I have one more house to paint and that should take about two weeks, and I need about a week to prepare my mom and I don't want to go before my birthday — about three weeks from now should be okay," Garfield replies.

"Let's see what we have," the guidance counselor says as he spins his swivel chair around to the REQUEST machine. He taps the appropriate code on the computer and within minutes he has a list of the MOS training seats available for three weeks from now.



*As seen by various elements in the accession system

he arrived in time to participate in the unit's ATT and be shown as present on the unit's readiness report.

The system is imperfect because human beings are managing human beings, and all the variables inherent in each soldier cause exceptions in the system which impact on other soldiers.

Considering how many people the system must manage, how far-flung the assignments are, and the impact social, economic, and political factors can have, it works amazingly well.

Captain O. Mann and 1SG F. Shirt would probably be amazed to know how much effort went into their getting one lowly tentpeg repairman when they needed one.

"You say you like the outdoors. Do you like to work with your hands?" asks SSG Manpower.

"Yeah," is Edgarsleeve's reply.

"I've got just the job for you. You would not only work outside, but you would also be performing a very important task for the Army — that of a tentpeg repairman." The guidance counselor explains to Garfield the training and work of that MOS.

"Hey, that sounds terrific, but I've got one question. My brother-in-law joined the Army last year to be a mess-kit supply specialist. The Army trained him as one like they said they would, but when he got to his unit, he ended up as a catapult rock rounder. How do I know that won't happen to me?" asks a concerned Garfield.

"The Army is vitally concerned about MOS mismatch, or the training of a person in one MOS and utilizing him in another. From that concern came the weekly objective management system, which went into effect last August," the guidance counselor goes on to explain.

"When we first switched to a volunteer Army, we never expected to achieve the quantity and quality of enlistees that we did. Emphasis was placed on making DA's year-end objective rather than actually filling unit vacancies. Towards that effort, recruiters were permitted to send recruits to the training centers without valid, timely school reservations. It was easier to oversell the more popular skills, medics, clerks, and dental technicians, even though we were borrowing against future requirements, than to try selling the less popular skills.

"However, that resulted in turbulence at the training centers, with many training classes going empty, while others were filled to triple capacity. And, there were more medics and clerks than the Army could use and not enough cooks and artillerymen to fill unit vacancies. Thus, in order to keep the Army operating, mess-kit supply specialists were forced to work at catapult rock rounding, thus creating MOS mismatches.

"With the new weekly objective system (training schedules are set up on a weekly basis) recruiters can only ship against actual training reservations and unit vacancies. So far, the results have shown that less school seats are lost, less time is wasted waiting for a training class and there is less MOS mismatch.

"So you see, chances are much better that you will be doing the job you are trained for."

With that explanation, Garfield Edgarsleeve, III signs the dotted line, processes through delayed entry, and promises to return to the AFEES in three weeks to be shipped to the reception station.

Officially, the job of the Recruiting Command ends there.

U.S. ARMY
RECRUITING NEWS

A JOURNAL OF RECRUITING FOR THE UNITED STATES ARMY

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A RECRUITER'S NEW YEAR RESOLUTIONS.

When Old Year dies, and New is born, it's always been the fashion
To draw up resolutions like Mess Sergeants draw the ration.
You swear that you'll do this and that, and tabulate each item,
Then some you keep, some you don't, and so on ad infinitum.
But I, on "Recruiting Service" in "Best Army on this Earth,"
Resolve to be much better at Year's death than it's birth.

I'll spread the Army truths broadcast, be constant, trim, alert,
And to all interrogations be polite instead of curt.
And to each and every "Prospect" explain matters inside out;
Then with succinct, truthful statements put objections all to rout.
And I'll have a better "Quota" than the rest of all the men,
This month, and next, and what is more, I'll do it o'er again.

—J. S. McG.

1975 It was an interesting year

The byword for 1975 was change. In fact, about the only thing that remained constant was the outcome of our mission — making end strength.

There was a change in command — from MG Fulton to MG Forrester; a change in DoD enlistment forms; a cutback in canvassers; a new Secretary of the Army, Mr. Hoffmann.

What will you remember most about 1975?

It was the year of the conception of the weekly objective. When it comes down to it, the weekly objective is little more than a new type of management system designed to help the Army solve manpower problems such as MOS mismatch and lost school seats. It meant that recruiters did have to alter their thinking a bit — strictly selling the Army and not a skill — and it did take some time to adjust. However, the mission remains the same, and recruiters are back on the 100 percent trail, putting the right man, in the right job, at the right time.

Combat Arms was the recruiter's battle cry for much of 1975, with the idea of building three new divisions for a total of 16. There was fear in the ranks that potential enlistees wouldn't tolerate infantry, artillery or armor because they don't offer specific occupational training. But the cynics were wrong. Young men are finding physical training, leadership and a cash bonus just as enticing.

Quality was a key in 1975. The emphasis was on getting high school graduates, and the best way to do that is to work with high school administrators and guidance counselors. Recruiters took part in job fairs, occupational workshops and ASVAB testing. To aid the recruiting force in establishing a rapport with high school officials, Project AHEAD was implemented and the Educator Package was distributed.

Project AHEAD was designed to help high school grads earn college credit while at the same time earning an Army salary. This appeals to good students who, while interested in further education, could not afford it.

The Educator Package is for the use of high school guidance counselors to answer student's questions regarding Army MOSs and their relation to civilian occupations.

The overwhelming number of gold stars and badges presented in 1975 will attest to the fact that recruiters are always looking for that little bit of extra quality in each accession.

Project SMART brings back memories of moans and groans, colored pens, plastic overlays, minute maps and a lot of work. But, for all the grumbling, there are very few recruiters who will not admit that the work and time spent on the marketing project were not worthwhile. By knowing the market better, recruiters are able to zero in on areas that are sure to produce, leaving for the buzzards those that are barren.

International Women's Year was 1975, and that included women in the Army. Members of the WAC now have all the opportunities and benefits of their male counterparts, except participation in Combat Arms MOSs. Recently, they were granted the opportunity to attend West Point.

If someone is wondering what 1975 did for the recruiter personally, he can look toward Professional Development. A series of courses was designed to aid recruiters, guidance counselors and station commanders to become better salesmen and managers. The results are more efficient work in less time, as well as better opportunity for promotion and management.

Recruiters starting out in 1975 were among the first to participate in the new recruiting school courses.

The greatest innovation is the implementation of RECEX. That exercise requires recruiters to take part in simulated, on-the-job recruiting experiences and are, at the same time, judged by their peers. Students can also evaluate their own work through video tapes.

During the latter part of 1975 the groundwork was laid for things to come in 1976.

For instance, there is an AFEES reorganization in our future. While it will remain as a DoD function under the wing of the Army with General Forrester having the ultimate responsibility, the plan calls for an Air Force brigadier general taking over as head of the organization. The AFEES will be broken down into three regions, whose function will be similar to that of the five recruiting regions.

ASVAB testing is also moving under the wing of the AFEES, assuming mental testing responsibility for all of the services.

Late 1975 also saw the beginning of a recruiting test designed to determine whether active Army recruiters could efficiently support Reserve recruiting efforts along with their regular recruiting duties. The outcome will have an impact on the overall one-Army recruiting concept.

To say the least, 1975 was an interesting year. But now it is time to gear up for the homestretch and for making FY 76 year end objective.

FY75 awards

Simply outstanding

On December 8, four USAREC members received awards for outstanding performance during FY 75. The awards were presented to them at the annual Commanders' Conference in New Orleans during the second week of December. The Secretary of the Army was on hand to personally congratulate these outstanding representatives of the Recruiting Command.

Plaques signifying their selections were presented by LTG Harold G. Moore, DCSPER, HQ DA.

One of those receiving a plaque was given a second award from the Secretary — he was named the Secretary of the Army's Recruiter of the Year.

Read the February issue of the *Journal* for more details on the conference and, in particular, for information on SFC Willie A. Jenkins — USAREC's and the Secretary of the Army's Recruiter of the Year.

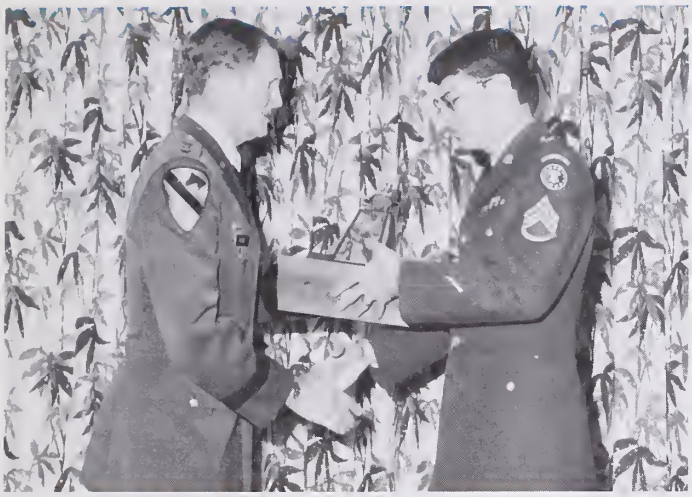
Outstanding USAREC Field Recruiter of the Year

SFC Willie A. Jenkins, Washington DRC

Other outstanding field recruiters
(alphabetically)

SFC Edward K. Buys, Salt Lake City DRC
SSG Tommy L. Foster, Peoria DRC
SFC Daniel J. O'Brien, Jacksonville DRC
SFC Wayne Stephens, San Antonio DRC

Outstanding AFEES Member of the Year

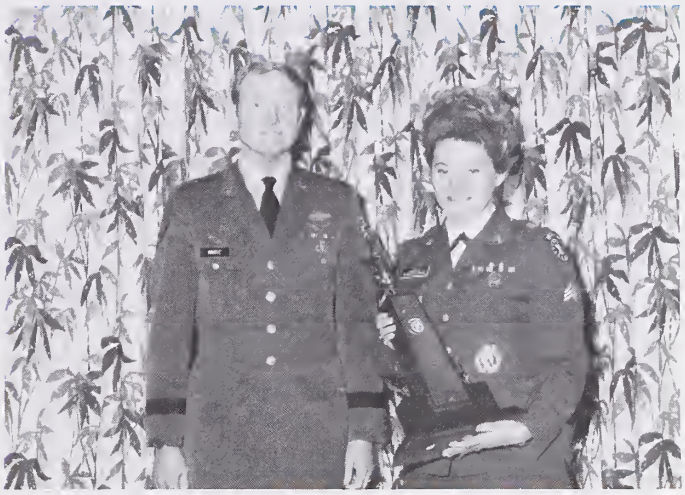


SSG David A. Douthit, Louisville AFEES

Other outstanding AFEES members (alphabetically)

SSG Dennis M. Curtis, Newark AFEES
TSGT Robert L. Cordova, Denver AFEES
SP5 Larry Daimler, Seattle AFEES
HM2 Ronald W. Daniels, Milwaukee AFEES

Outstanding USAREC Service Member of the Year (E5 or below)



SGT Ching Lee, Concord DRC

Other ourstanding USAREC service members (E5 or below) (alphabetically)

SGT Jesse D. Clement, Sioux Falls DRC
SP5 Robert W. Erwin, Charlotte DRC
SP5 Anthony J. Havranek, HQ USAREC
SGT Portia C. Rutledge, Dallas DRC
SGT Jeffrey C. Wright, Salt Lake City DRC

Outstanding USAREC Service Member of the Year (E6 or above)

SSG Henry L. Brewington, Columbus DRC

Other outstanding USAREC service members (E6 or above) (alphabetically)

SSG Jennie M. Buck, Montgomery DRC
MSG Gary L. Flaherty, Seattle DRC
SSG Larry L. Griffith, HQ NERRC
SSG Cleveland A. McKnight, HQ USAREC
SFC Austin M. Morgan, San Antonio DRC

FY76 IG Inspection Program Report

By LTC. L. DOMENICUCCI
Inspection Division, USAREC IG

The FY 76 IG Inspection Program began in July with Midwestern Region and continued in Northeastern Region through November; currently Southwestern Region is being inspected. During the first five months a pattern of frequent findings emerged. These trends are published here to assist all levels of USAREC in firming up weak areas.

Area/Station Level Trends

Quality and quantity of accessions: Considerable progress has been made in meeting quality and quantity recruiting goals. This indicates a healthy command attitude, motivated, hard working people and organizations fully responsive to the direction of this headquarters and Department of the Army

Recruiting practices: Although improvement has been noted, the following common problems indicate the need for continuing to concentrate on basics at all levels.

- Basic prospecting techniques need to be stressed; Armed Services Vocational Aptitude Battery (ASVAB) Lists are not properly refined nor fully utilized, and high school and college folders are not properly maintained.
- Control of and timely follow-up of REACT Cards is spotty.
- The condition of prospect cards and prospect card files indicates improper maintenance and inefficient use of this system.
- Work Plans and other time management techniques are not routinely used by recruiters and station commanders.
- Incomplete and inaccurate applicant packets are much too common.
- The Screening Physical Examination for Army Recruiting (SPEAR) is often incomplete and poorly conducted.

DRC Level Trends

Race Relations — Equal Opportunity (RR/EO): We need to focus on this area, revitalize ongoing programs and pay more attention to pertinent regulations (AR 600-12 and USAREC Supplement 1 to AR 600-21) (applies to AFEES also).

Non-appropriated Funds: Administration of unit and vending machine funds continues to be a problem. Improper expenditures are being made and are not always supported by appropriate documents. (State and local taxes are being paid.) In addition, excessive expenditures have been made without Regional Commander approval (applies to AFEES also). Change 2, USAREC Regulation 230-3 identifies the primary intent of vending machine funds; commanders should review this regulation.

SIDPERS: We need to be more knowledgeable of SIDPERS procedures prescribed in the Users Manual (Volume 1) and each unit should have SIDPERS (Volume 8) guide for commanders and staff. Let us pay more attention to DA Form 2475-2 (Personnel Data Cards-PDC), DA Forms 4187 (Personnel Action) and administration of leave requests and control logs (applies to AFEES also).

Request System: Significant progress has been made in the management of the REQUEST System. Discrepancies are still being noted but not as often.

Local Media Payment System: Administration of the Local Media Payment System requires additional command emphasis. USAREC Reg 360-11 should be reviewed to insure that local media payment funds are properly administered.

AFEES Trends

One-on-One Interviews: Let us do this right every time; it is the last opportunity to surface irregularities while we are still in control of the situation. We need to accomplish this task in private, insure that applicants understand the terms of enlistment and that the only valid promises are those reflected on the statement for enlistment. USAREC Reg 600-18 should be reviewed periodically and its provisions followed.

Medical Processing: Processing procedures must comply fully with current regulations and we need to have all required publications on hand. Radiological protection procedures require close scrutiny. It goes without saying, physical inspections should be conducted properly and medical forms should be checked for inaccurate or inconsistent information.

Meals/Lodging Expenses: In numerous instances meal and lodging tickets are not properly controlled. Transportation requests are often not secured or accounted for in accordance with AR 55-355 (applies to DRCs also).

Mental Testing: There is a real need for better control and administration of mental tests. Army Regulations 611-5 and 601-270, and USAREC Regulation 611-1 should be reviewed and followed by AFEES commanders and test control officers.

This is not a complete listing of IG findings, but it does highlight the most common problem areas which surfaced during recent inspections. After reviewing the trends, you may find that some of them apply to your unit and, hopefully, will be able to correct them prior to your next IG inspection.

This year I resolve:

On the back cover and in "Views and Reviews" (p. 3), Major General Forrester delineates what he believes our objectives — our resolutions — for calendar year 1976 should be.

We asked each of the headquarters directorates to tell us what their resolutions would be, in support of the larger goals of the Recruiting Command. We would expect that regional, DRC, area and station goals will be more specific, more refined variations of those printed below:

Comptroller

- To use all available resources effectively and wisely.
- To provide the best possible support to the field and staff in all matters of resource management.

Inspector General

- To reduce inspection report and request for assistance processing time.
- To increase Command-wide safety awareness.
- To develop, analyze and disseminate meaningful inspection, investigative and safety trends.
- To improve Command management systems by providing the commander continuous, accurate and timely feedback on the status of the field recruiting and processing forces.

Market Studies and Analysis

- To provide for a significant extension of the use of market analysis by the region and DRC.

Logistics

- To place emphasis on the economical and cost-effective use of funds and resources throughout the command.
- To emphasize energy conservation.

Production Management

- To reorganize the AFEES system.
- To centrally manage all ASVAB testing.

Recruiting Management

- To make every weekly objective.
- To continue building professionalism in the field force through training.
- To fill every school seat every week.
- To recruit for every vacancy every week.
- To lock-in 100 percent of projected objective in DEP four weeks in advance.
- To eliminate all malpractice.

Advertising and Sales Promotion

- To maintain strong advertising support in the form of leads to recruiters and traffic into the recruiting station despite sizable budget cuts.
- To keep the recruiting force well-informed on Command policies and direction.

Recruiting Force Management

- To promote morale through responsive and individualized personnel management.
- To continue to improve recruiter management: selection, assignment and reassignment.
- To develop a control system for effecting changes in field recruiting force structure.

We also asked some recruiters what they felt their personal and professional resolutions for the new year ought to be. They resolved:

- To take time to enjoy my family. They're important; without them I could become a failure in my task.
- To be a counselor, advisor and friend to my applicants.
- To personify the trait of excellence.
- To always speak the truth and not weaken my credibility by abusing the truth.
- To put aside the habit of being satisfied with an average day's work.
- To talk, write, think and live recruiting.
- To do something about that printed material sitting on the shelf; to make good use of RPIs by getting them to where they can be seen.
- To seek and accept criticism to make me a better professional salesman/soldier.

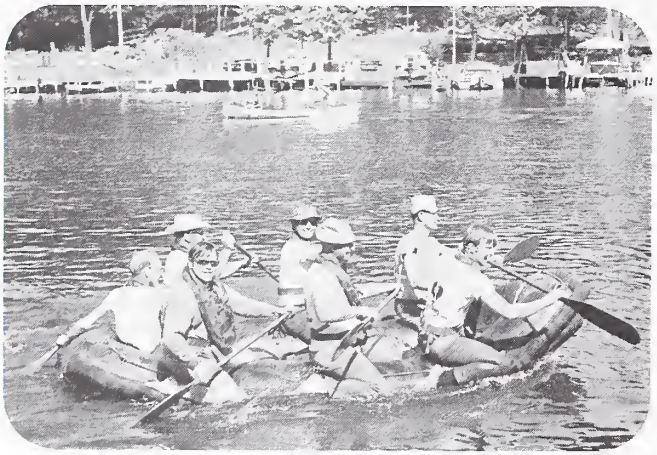
GENERATING PUBLICITY CAN BE FUN, as recruiters in Lansing, Mich., proved by competing with the other services in a raft race on Lansing's Grand River.

The race, sponsored by Lansing's Armed Forces Bicentennial Committee, covered a three-mile course through the middle of the city.

The event was preceeded by good advance publicity in local newspapers and on radio stations, and the recruiters wore T-shirts picturing Uncle Sam to firmly identify themselves as Army recruiters.

A large crowd on the south shore watched the race which saw the seven-man Army team finish last.

Recruiters from two Lansing area stations as well as **Master Sergeant Stephen Carscadden**, DRC sergeant major, and **Sergeant David Lamb**, a DRC operations sergeant, manned the Army entry in the race.



Racing down Lansing's Grand River in a rubber life raft are (front row), SGT Tim Lambeth, MSG Stephen Carscadden, and SGT Rick Leach, and (back row) SGT David Lamb, SSG Danny Forest, Ed Forest and SGT Fred Millner.

"We all had a good time," said **Sergeant Fred Millner**, recruiter from the Lansing Cedar Street station. "We'd have done better if we could have practiced, though."

Millner and the other recruiters see this type of community involvement, basically designed for having a good time, as another tool in their recruiting bags.

"Anything reasonable that gets a recruiter exposure and identifies him as part of the community is a good thing to be involved in," said **Staff Sergeant Danny Forest**, also of the Cedar Street station, whose prior service brother, **Ed**, joined the recruiters on the raft. "We've taken a lot of kidding from applicants since the race, but it has served to break the ice on a few interviews." (Michael Galbreath, Lansing DRC)

LOSE ONE, WIN TWO, was what **Staff Sergeant Mike Vigue** did in San Diego, Calif.

Sergeant Vigue called a local radio station in hopes of winning a contest. He didn't win, but he mentioned to DJ **Bill Moffit** that he had an abundance of "I Want You" posters, and anyone who stopped by could have one. Moffit went right to it and announced the offer over the air. Soon more than 100 people were in the recruiting station for a poster. In addition, Vigue sent Moffit some posters and a "thank you" for the broadcasting support.

Competition exists with radio stations just as it does with recruiters. A DJ from a competing radio station heard the announcements on his car radio and immediately called Vigue for the details. Now, he too is plugging the offer on his show.

Vigue turned his loss in the contest into two wins for recruiting. Over 250 people in San Diego have Uncle Sam on their walls, two pro-Army rock station DJs are plugging his recruiting station and, at last check, Vigue got one enlistment, three people testing and ten more hot leads. (Ron Van Dyck, Santa Ana DRC)

THE THIRD TIME IS A CHARM, especially when it comes to mail-outs, according to **Staff Sergeant Glen Burns** who works the Pecos, Tex., recruiting territory.

Each week, the Albuquerque DRC recruiter goes through the "no sales" in his 200 file and, based on the original interview, decides which brochure would most appeal to the prospect. He then selects three different folders that may or may not have less appeal. These he mails out to the prospect, one each day for four consecutive days, being careful to make sure the best offer is in the third envelope mailed.

Why the third one? He says trial and error, and records of returned cards for several months show the third mailer gets more action.

"I make two or three appointments a week just from these follow-up mailings, and about one in five appointments results in an enlistment," Sergeant Burns said.

Even though only one mailer per prospect would seem more economical, sending only the one with the most likely appeal didn't work. Why four? The first two get the prospect's attention, the third sells, and the fourth is insurance.

Happiness in Pecos, Tex., is licking envelopes. (Albuquerque DRC)

EVERYONE BENEFITS from the series of "mini-courses" in **Helen Bancroft's** high school English classes: the recruiter tells about the Army, the students have an essay homework assignment, and the teacher grades the essay.

According to **Staff Sergeant William D. Briggs**, recruiter in Elmira, N.Y., Mrs. Bancroft features representatives of various careers as a part of her English classes. These "mini-courses," as she describes them, are designed to give her students a complete run-down from those men and women "in the know" on what it's like to make a living in a given profession.

"Each mini-course is written up in an essay as a class assignment," says Sergeant Briggs, "and as a result, the kids listen pretty closely to what I'm saying."

When asked if this homework assignment turns off any of his listeners, he reported, "No, not if I do my job and make my presentations interesting."

Fortunately, Mrs. Bancroft included the Army in her series, and Sergeant Briggs couldn't be more enthused about it. "I give these courses once every ten weeks and I manage to reach about 70 students in two sessions each time." He and his chosen career are recognized as professional by the school, equal to the policemen, nurses and lawyers who share the podium with him.

Sergeant Briggs covers such subjects as the DEP, Project AHEAD, combat arms, vocational training and the European option during each 45 minute session, and he says there's always time for students to ask questions. In addition, he mentions that the Army is one of the ways his young listeners can find out about themselves. "It helps you to get on your own two feet," he points out.

After the classes are over, each student receives a small kit containing an American flag, various brochures, a guide to Project AHEAD, and other materials. They also receive another souvenir: a homework assignment. (Syracuse DRC)

WHEN YOU ENTER the office building in Alma, Mich., you'll have no trouble locating either the Army recruiting station or the doctor's office across the hall. **Sergeant First Class Bob Hebert** and **Staff Sergeant Don Latimer** believe in using RPI's imaginatively.

To make the entrance to their station more recognizeable, the recruiters took one female die-cut and one male die-cut and stationed them in the hallway between the station and the doctor's office.

"We've had a lot of positive comments about them," Latimer says.

"RPI's are a good, basic recruiting tool," SFC Hebert added. "We don't like to have them sitting around. just taking up space in the office. They do a job for us when they are where people can see them." (Michael Galbreath, Lansing DRC)

SSG Don Latimer and SFC Bob Hebert stand with their "direction signs" showing the way to their office and the way to the doctor's office across the hall.

REENLISTMENTS HAPPEN EVERYWHERE, even in the snow in Hawaii.

Where?

Five infantrymen from the 1st Battalion, 35th Infantry, took the oath of reenlistment atop snow-covered Mauna Kea, a 13,796-ft extinct (at last word, anyway) volcano, from **Lieutenant Colonel Harold M. Ramey**, battalion commander.

Engineering the ceremony was **Staff Sergeant Christie A. Jones**, the battalion's career counselor. The five soldiers taking the oath during the chilly ceremony were: **CSM James Sneed**, **SGT Edward Solis**, **SGT Dale Weiler**, **SP4 Rupert Warfield** and **SP4 Dennis Henneigh**. (IO 25th Inf Div)

ADVERTISING DOES WORK and **Staff Sergeant Jim Marietta** of Montrose, Colo., can prove it.

Marietta requested some advertising for his local newspaper. When he received the insertion order from his A&SP office in Denver, he called the newspaper to place the advertising. Two ad salesmen were dispatched to pick up the copy — and Marietta put both of them into the Army. (Denver DRC)

Field File

A LOT OF TALK went on in Lucas County, Ohio, as the sheriff's auxiliary's first annual Citizens' Band Radio Operators' Jamboree was held.

As the jamboree's chairman, **Staff Sergeant Ken Henderson** enjoyed the opportunity to make sure that the Army's opportunities for communications careers were presented to the many young people among the 2,000 attendees.

Henderson, a former radio operator, has been a member of the Lucas County Sheriff's Auxiliary for a year. "Our auxiliary was recognized as the only one of its kind in the fifty states by last year's National Sheriff's Association meeting," Henderson said. "We are CB radio operators who work closely with the sheriff to help out in patrols, search parties and flood rescue work." (Carol Masek, Cleveland DRC)

SURPRISED were **Sergeants First Class Carroll F. Mick** and **William A. Matthews** of the Fridley, Minn., recruiting station, when they received a check representing first prize for the station's float in the local Anoka Halloween parade.

Surprised also, the next day, was **Buster Talbot,** Anoka County sheriff, when he received the check endorsed by the two recruiters to the Sheriff's Boys Ranch.

"The ranch is for boys between the ages of 11 and 16 who are on the verge of slipping into juvenile delinquency," explained Sergeant Mick later.

The local press made its own contribution to the Fridley station by giving the hand-over ceremony plenty of space in the newspaper. (SFC Jim Klett, Minneapolis DRC)

THE "OLD WEST" isn't necessarily dead, say the recruiters in Roswell, N.M. On the same classified ad page as an Army ad, this ad was run:

> HELP TO deliver steers. Must be experienced, no wild cowboys need apply. Room and board, and $20 a day with horse, equipment; $15 a day without.

Makes one wonder if those "wild cowboys" would be interested in trying to ride an M-60 tank, instead. (Albuquerque DRC)

TURNING PROBLEMS INTO ADVANTAGES is what **Major Bernard D. Hendricks** does.

The recruiters in Minneapolis and St. Paul, Minn., are reaping the benefits as Major Hendricks, the DRC executive officer, continues conducting guest lectures on minority problems at the invitation of local high school teachers.

The teachers have been requesting the major's help ever since he taught a class on minority problems to local Reserve Officers. The word got out quickly that he knew what he was talking about.

Using boyhood experiences gained in Norfolk, Va., as background, Major Hendricks employs a straight-from-the-shoulder style talk that makes high school students sit up at their desks.

He finds that the "no-holds-barred" approach is the one most appreciated by both students and teachers. During his talk, he is in uniform but makes no recruiting pitch to the potential Army audience.

Fielding the feedback, Major Hendricks chats with a teacher and students in Columbia Heights, Minn. following his lecture on minority problems.

"I like the talk to carry the message that today's Army is dealing with minority problems as one part of our overall job." (SFC Jim Klett, Minneapolis DRC)

A PROJECT AHEAD BILLBOARD UNDERWENT A CHANGE at Fort Sill as members of the 75th Field Artillery Group not only made it into the world's biggest jigsaw puzzle, but also reassembled it in record time.

Overall, the puzzle is 24x48 feet. A border around the poster was needed to surpass the current record size of 30x35 feet. Also at stake was the jigsaw assembly time record that stood at 2 1/2 hours.

Six teams of 15 men each competed to assemble their section of the puzzle first. The winners earned a plaque and a three day pass. As the individual sections were completed, they were dragged across the floor and fitted together. **Brigadier General Charles F. Gordon,** III Corps Artillery commander, and **Colonel Robert G. Cramer,** Fort Sill chief of staff, placed the last two pieces in the puzzle.

Thus, two new records were claimed as an estimated 9,000 piece Project AHEAD billboard was assembled in two hours, four minutes and 25 seconds by soldiers from Fort Sill's 75th FA Group. Perhaps this will inspire a new recruiting poster, "Piece Together Your Future in Today's Army." (IO Fort Sill, Okla.)

THE RECEPTION WAS COLD AND WET for the Golden Knights as they jumped into the Baltimore City Fair.

The annual festival, which drew over 1.5 million visitors during its three-day run, was held along the waterfront in downtown Baltimore. With office buildings and principle highway arteries ringing the compact fairgrounds, the Knights' only possible landing zone was the city's harbor. So, repeating a successful engagement from the 1974 city fair, into the drink they went.

SFC Gene DalPaggetto, leader of the Golden Knights' "gold" team, was among those who went into the drink in Baltimore.

Rescue craft, directed by marine operations officers of the Baltimore City Police, fished the jumpers out of the water after each performance.

While in town, the Knights visited a number of schools and hospitals on behalf of the Baltimore DRC. (Art House, Baltimore DRC)

WHAT'S TICKING is that ever-popular "Uncle Sam Wants You" poster, now converted into a clock at the Logansport, Ind., recruiting station.

"It's very simple to make," claims **Staff Sergeant Thomas D. Rigle,** of the Logansport station. "All you need is the poster, a working clock and some stick-on numbers. It's been quite a conversation piece."

The timepiece was a real conversation-provoker at the recent grand opening of the Logansport station.

This RPI just keeps "ticking" along, in Logansport, Indiana.

Air Force recruiters supplied a cake for the open house following a concert by the 74th Army Band from Fort Benjamin Harrison at the new Logansport Mall. (MHG Correll, Indianapolis DRC)

WHEN THE GENERAL Services Administration observed the commencement of the nation's Bicentennial year with flag-raising ceremonies at federal buildings in the six state region of Colorado, North Dakota, Montana, Utah, Wyoming and South Dakota, they called upon Fargo DRC recruiters to help.

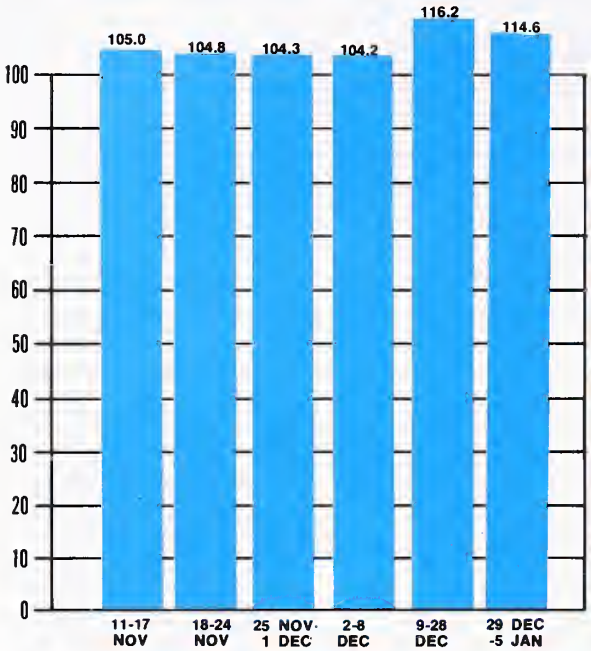
The commander of the Fargo DRC, Lieutenant Colonel William D. Ryan, was invited to join North Dakota's Congressional representatives and local heads of federal agencies on the reviewing stand set up outside Fargo's Federal Building.

Following remarks by **Senator Quentin Burdick** and **Congressman Mark Andrews, Master Sergeant Larry Dietz, Sergeant First Class Ben Bachmeier** and **Staff Sergeant Wayne Dennis,** raised Old Glory and an official US Bicentennial Flag.

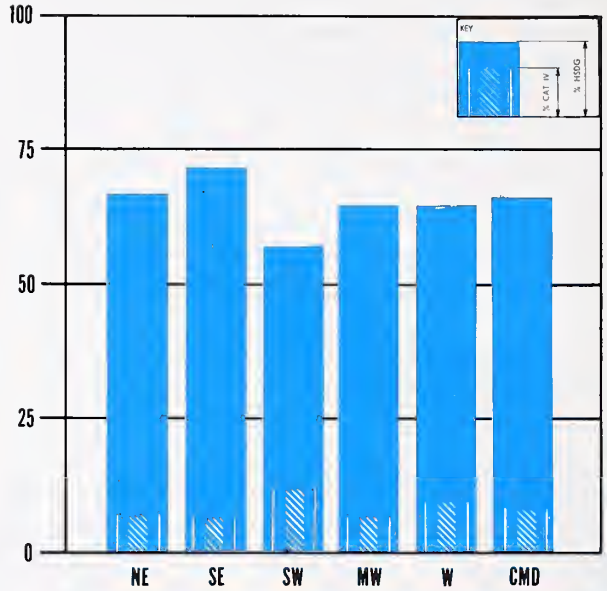
The US flag was one that had flown over the Capitol in Washington, D.C., and both flags will fly over Fargo through December. (Don Nickels, Fargo DRC)

"ALL WE HAD TO DO WAS ASK" said **SFC Carl Meinerts** of the Worthington, Minn., station. Four recent recruits home from basic training were the ones who were asked; forming the honor guard for a local parade was the request. "Glad to," was the reply. (SFC Carl Meinerts, Worthington, Minn., RS)

Q-2



Percent of weekly NPS objective accomplished for shipping weeks indicated



Percentage distribution of NPS high school diploma graduates and NPS male Cat. IVs by region as of 29 December

QUANTITY & QUALITY

The following is a list of DRCs ranked according to the number of weeks they have recruited 100% of their objectives. The DRCs are listed alphabetically within categories.

(For the period 2 Dec through 29 Dec)

15 of 15 weeks
Atlanta
Cincinnati
Cleveland
Columbia
Columbus
Concord
Dallas
Indianapolis
Jackson
Jacksonville
Miami
Montgomery
Raleigh
Richmond
San Juan
Syracuse

14 of 15
Baltimore
Denver
Lansing
Little Rock
Nashville
Philadelphia
Phoenix
Washington, D.C.

13 of 15
Charlotte
Detroit
Honolulu
Kansas City
New Haven
Niagara Falls
Portland

12 of 15
Houston
Newburgh
New York
Sacramento

11 of 15
Los Angeles
New Orleans

10 of 15
Albany
Albuquerque
Harrisburg
Helena
Louisville
Pittsburgh
Seattle
Santa Ana

9 of 15
Beckley
Chicago
Providence
San Antonio

8 of 15
Milwaukee
Salt Lake City

7 of 15
Boise
Minneapolis

6 of 15
Amarillo
Boston
Newark
Oklahoma City
Omaha
Peoria
San Francisco

4 of 15
Des Moines
St Louis

3 of 15
Sioux Falls

2 of 15
Fargo

November

QIPS credits/recruit

1.	SERRC	5.345
2.	NERRC	5.382
3.	MWRRC	5.202
4.	WRRC	5.200
5.	SWRRC	5.053
	Command	5.237

QIPS credits/recruiter

1.	SERRC	24.356
2.	SWRRC	17.661
3.	WRRC	17.408
4.	NERRC	15.927
5.	MWRRC	14.540
	Command	17.366

Top 20 DRCs

1.	San Juan	6.130
2.	Harrisburg	5.682
3.	Honolulu	5.583
4.	Sioux Falls	5.574
5.	Helena	5.567
6.	Concord	5.561
7.	Miami	5.533
8.	Fargo	5.524
9.	Minneapolis	5.517
10.	Columbia	5.515
11.	Montgomery	5.515
12.	Albany	5.510
13.	Salt Lake City	5.500
14.	Atlanta	5.407
15.	Syracuse	5.403
16.	Niagara Falls	5.401
17.	Pittsburgh	5.378
18.	Jacksonville	5.360
19.	Milwaukee	5.358
20.	Santa Ana	5.325

Top 20 DRCs

1.	Montgomery	35.455
2.	Jacksonville	29.789
3.	San Juan	28.200
4.	Phoenix	27.111
5.	Honolulu	26.800
6.	Miami	26.741
7.	Lansing	26.452
8.	Columbia	24.119
9.	Raleigh	23.469
10.	Albuquerque	23.333
11.	Richmond	23.083
12.	Jackson	22.767
13.	Charlotte	21.785
14.	Louisville	21.550
15.	Atlanta	21.267
16.	Washington	20.973
17.	Little Rock	20.317
18.	Portland	20.240
19.	Nashville	20.108
20.	Concord	20.000

Rankings based on preliminary information received from regions. Does not include bonus credits.

Station Commanders' training ideas

This continuing feature is designed to assist station commanders with their professional development programs. It does not replace district and regional programs, guides and schedules. It is not intended to be a schedule at all; instead, feel free to adapt it to your local needs and situation as you see fit. Be sure to add to the list of references materials you have on hand. We recommend that you clip out these articles and keep them for future use.

SUBJECT AREA	REFERENCES	OBJECTIVES AND/OR REMARKS
Correspondence Formats	Chapter 6, AR 340-15	Review the complete chapter for the proper format for the military letter, indorsement, non-military letter, memorandum, disposition form, and the assembly of each for signature.
Enlistment and Reenlistment Bonuses for Enlisted Personnel	Chapter 9, Section III AR 600-200	There is a zone A and a zone B designed within the SRB. Review this section and learn the bonuses computations.
Personnel Selection and Classification Army Personnel Test	Chapter 2, AR 611-15	What is the responsibility of the test control officer and security requirements for test material? Review this chapter to understand the procedures concerning test security.

OOE quiz

1. Mr. Jones, an applicant processing for enlistment, informs you he was arrested at a local bar along with 10 other individuals. He was finger printed and detained for 12 hours, but was not charged with any violation. What type of waiver does he need, if any?
2. A divorced PS applicant re-entering the Army in pay grade E-3, has placed his under-18-year-old children in the custody of the other parent by court order. You advise the applicant:
3. A prior service applicant left the Army in October 1974 as an E-5. He has more than 6 years but less than 10 years service for pay. Immediately upon discharge he joined a local Army Reserve unit. He now wants to re-enter the Army. You advise him:

ANSWERS

1. No moral waiver is required. Ref: AR 601-210, Chapter 3, Para 3-11.
2. He is not eligible for enlistment; no waiver is granted. Ref: 601-210, Table 2-1.
3. He may enlist in pay grade E-4. Ref: AR 601-210, Table 2-6, Rule H.

The 'ungreening' of area

How does USAREC turn a 'green' captain his natural color? It offers an intensive course in 'Captain Area Commandering' to teach him how to cope with the complexity of managing a dynamic sales force.

A goodly portion of those of you who read this article are recruiters, or at least work for the Recruiting Command. You understand the complexities, the pressures and the sophisticated methods involved in supplying the Army with the people it needs.

But put yourself in the position of a captain who has always been on the receiving end of the efforts of the Recruiting Command. He may have been a real cracker-jack officer as a company commander and platoon leader. But tell him (or her) that he's going to be an area commander in the Recruiting Command and you're likely to observe a captain doing some real floundering for awhile. In short, he's out of his element.

Those first few weeks are likely to be highly traumatic since things just aren't the same in USAREC as they are elsewhere in the Army.

For instance, when did a captain at the company level ever have to worry whether or not his troops had sales ability? When did he have to be concerned about how successful the high school programs of his NCOs were? When did he have to convince a PSA director that he ought to run an Army spot? When did he have to worry about a local ad buy and placement of billboards for maximum exposure?

These are things ROTC, OCS or the Military Academy didn't prepare him for. So how does USAREC turn a "green" captain into his natural color? It offers an intensive course in "Captain Area Commandering" to teach him how to cope with the complexity of managing a dynamic sales force.

To date, five training sessions have been held at four locations: San Francisco, Atlanta, Fort Meade, and Salt Lake City. (An article on the dry-run for the course appeared in the August 1975 issue, p. 26.)

commanders

(Above) Course attendees examine the latest RPIs. (Above right) MSG Bob Mata offers some wisdom on the use of the 200 card. (Right) Some area commanders look for their areas on the SMART board.

Briefly, the course works this way. USAREC's Professional Development team arrives on the scene with projectors, slide trays, tape recorders, boxes and boxes of instructional material and other various and sundry goodies. The majority of these materials go home with the "un-green" area commanders at the completion of the course for future reference and for use as training aids.

While the captains are convened (for a six-day period) they are involved in lectures, discussions, role-playing exercises, panels and question-and-answer sessions. Every effort is made by the PD team to make the course as real-world as possible. The captains learn how the regs are actually *applied* in the field.

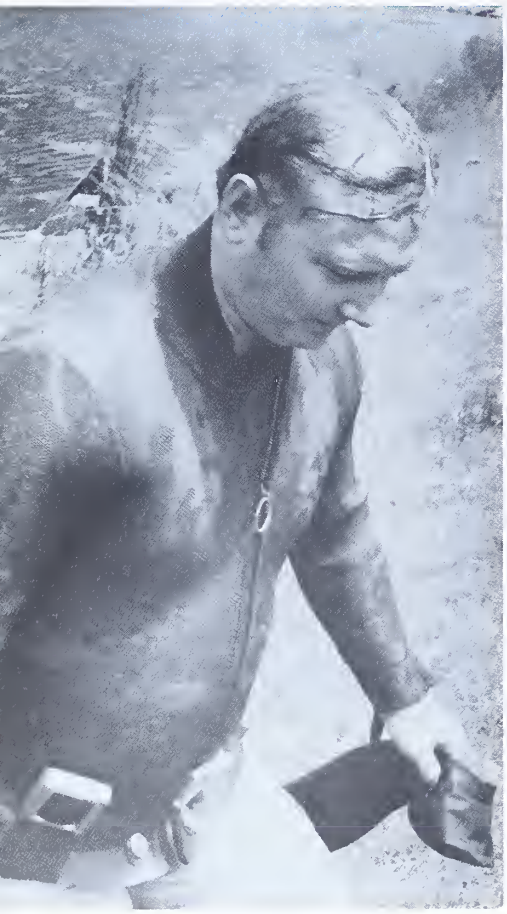
At the end of the working day, the captains are assigned problems to be solved over-night. For instance, one group is given a 200 Card with all the pertinent information on it. The prospect wants the Band Option. Does he qualify? What is required of the recruiter to enlist the prospect? What parts of the AR cover his enlistment? One member of the group presents the solution the next morning.

The best thing since sliced bread? A random sampling of comments on end-of-course critique sheets would make one think so: "This course is excellent. The material is current, well thought-out and presented by professionals whose credentials merit consideration and whose experiences can be invaluable to new area commanders." "Top notch!" "This course was the most relevant of any I've received since being in the service." And from a Reserve officer: "It really was outstanding and will have a great impact on how I perform my recruiting officer duties. This is the first time the Army Reserve 'Area Commanders' have had an opportunity to be exposed to the professionals in the recruiting field and as such is invaluable." In addition, every other critique had nice things to say about the quality of instruction (SGM Nelson Pfleger, MSGs Darrell Hitt and Bob Mata, and SFC Jim Bobo).

Considering how well the course seems to be going and how well it's being received, the "green" captains assigned to USAREC are gonna' be returning to their normal coloring in no time at all.

Spotlite

Recruiter to the rescue



SSG Gregory prepares for another dive.

By MEDA USRY
Jackson DRC

January is hardly the time to talk about swimming, especially if you live in Wisconsin or Minnesota — anywhere in the northern half of the U.S. However, the warmer clime of Grenada, Mississippi, allows Woodie H. Gregory, Jr., to pursue his hobby and, at the same time, to help his community on a year 'round basis. Woodie is a scuba diver.

Woodie is also an Army recruiter. And, like all good recruiters, he knows the positive value of community involvement. In place of participation in civic clubs, the Little League and other local functions, Staff Sergeant Gregory belongs to the Grenada Rescue Squad. Drownings, suicides or cars running off the road into the Tallahatchee or Sunflower rivers are Woodie's specialty, mainly because he's the only certified scuba diver in the Grenada area.

In a lot of cases getting involved in the community doesn't cost the recruiter more than a little time. In Woodie's case, it costs a bit more. Because the Grenada Rescue Squad suffers from a chronic case of "lack-of-funditis," Sergeant Gregory furnishes his own diving equipment, replacing out of his own pocket any fins, masks or other gear lost. He even pays for his own air.

That's a problem in itself. But then add to it the fact that air (the special sort needed to fill scuba tanks) is hard to come by in the Grenada area, and you have a *real* problem.

Last year, Woodie was diving for the body of a drowning victim. The long search exhausted his air supply and he had to take the four-hour round trip to Memphis to refill his air tanks and complete the mission.

Despite the expense, Woodie's work for the Rescue Squad is personally satisfying, and — he says — he's glad to have the opportunity to perform a helpful service.

There are some people in the community who are glad he performs it, too. John Chapuis, chief of the Granada Fire Department and Rescue Squad had kind words. "I can't tell you how much we appreciate the special service Woodie has given to our rescue unit. He has given unselfishly and generously of his time. His efforts have definitely upgraded the quality of our rescue operations.

"Though we don't like to think of him leaving the Grenada community, the transfer of military personnel is inevitable, so Woodie has taken the bull by the horns and is training a Grenada resident to replace him when he is reassigned."

Jack Gurnee, of the *Grenada Daily Sentinel-Star*, added, "Woodie is a distinct asset to the Grenada community and an excellent Army representative. He is all of the Army some local residents will ever see and he definitely projects a positive image."

Fellow rescue squad members help SSG Gregory into the boat following a rescue mission.

You can be ripped off almost anywhere

By SP5 PAUL KAMINSKI
A&SP Div, HQ NERRC

Specialist Kaminski interviewed Lea Thompson, head of the consumer affairs unit of WRC-TV, the NBC station in Washington, D.C. She is the principle reporter for CONTACT 4, the station's nightly consumer feature. Before CONTACT 4 started in January, 1975, she was the director of Editorial Services for the station where she, along with the station's chief editorialist, won an Emmy and a Peabody award. Here is his report.

Have you ever had problems in buying food, buying a house, getting your car repaired, borrowing money, having warranty work done, or getting your money back after a lost luggage claim?

Even if you live near a PX and a commissary, all of your possible money problems are not solved. You can be ripped off almost anywhere.

Here is the hypothetical situation set up for Lea Thompson: a new recruiter is assigned to a location not within driving distance of a PX or commissary. He and his wife have never been completely dependent upon the local economy.

The first thing Lea suggested was to shop for food at a store which uses unit pricing. For example, a one pound package of cheese costs $1.36. The unit price per pound is $1.36. Eight ounces of the same cheese costs 68c but the unit price is still $1.36 per pound.

If stores don't have unit prices posted, compare quantity and price. If eight ounces of beans cost 59c and you can buy 12 ounces for 66c, take the 12 ounce size which costs you 5.5c as opposed to 7.4c per ounce.

Using a pocket calculator or quick mental division, divide ounces or pounds into the purchase price to come up with unit pricing. Always buy at the lowest price per unit, so long as the item is within your quality standards.

Lea Thompson gave a few additional tips to food shoppers that can save money:

- Don't shop on an empty stomach. Eat before you go to help avoid impulse buying.
- Leave the kids home. That way, you can avoid buying "Donald Katchka's Carunchy Cocoanut Breakfast Experience" or other such goodies.
- Don't buy more than you can use in the near future, unless you can store it properly.
- Look for sales. They can save you money if you can store the purchases.
- Convenience / ready-to-serve foods cost more. A whole chicken you cut up yourself is cheaper than a chicken already cut up.

Lea Thompson, NBC News, Wash., D.C.

With the inner-man satisfied, you have to keep the outer-man dry and warm. To many people, this means making the single most important purchase ever: a house.

Lea said that one should not buy a house with the contract that is provided by the realtor. "Get an attorney to look at the contract. It may cost a little but a home is the single most important purchase you'll ever make. It's worth it.

"Don't move into any house until you can get it inspected," Lea cautions. "If your area has a building code enforcement office, ask if one of their inspectors can make a courtesy inspection of the house you want to buy. If they don't make such inspections, ask them who they would recommend to inspect the house. It might cost $50, but that investment could save you a $35,000 headache."

Lea recommended three free pamphlets that go into great detail on the in's and out's of home buying. They are HUD pamphlets 43-F-(5), 267-F-(4) and 342-F-(5), available by writing to Department of Housing and Urban Development, Distribution Center Service, Room B-258, 451 7th Street S.W., Washington, DC 20410.

One point Lea brought up concerned condominiums as a solution to housing problems. "Watch out for the maintenance payment — that's the payment you make to keep the halls, lawn and landscaping up to snuff — it may surprise you."

With a place to live and food in the cupboard, it's just about the time for the family jalopy to give up the ghost. Another car is needed, but how are they going to finance it?

Lea said that the credit union is the best place to get a loan for any

Lea Thompson prepares to go on the air with (from left) co-Anchorman Jim Vance, Sports reporter Dave Sheehan and co-Anchorman Jackson Bain

You can be ripped off...

purpose. The next best place is your local bank. She said, "Shop for interest rates. Check every source's interest rate. It's just like shopping for anything else."

If you have any trouble in paying a bill, or if your bill is messed up by a computer, don't ignore it. Tell someone at the company before it goes into the computer and a collection agency comes after you. If you get no satisfaction, write the president of the company direct.

Demand

She emphasized that any customers of any business establishment can and should demand to see the chief operating officer if they feel they are not being treated fairly. "They owe you something. You have a right to proper treatment. If you're not being treated properly, go right to the top, and don't be afraid of any repercussions."

After our recruiter has closed the deal on the car and driven it out, he enjoys it, at least until it has to go back for repairs.

Back at the dealership where he bought the car, our recruiter goes to the service manager who says, "Sorry, we can't fix that; it's not under warranty."

Now What?

"Read your warranty," says Lea. "Know exactly what is covered under the warranty. There is a new law concerning warranties that says that any item manufactured after July 1, 1975 that is under a full warranty is under exactly that — *a full warranty.*" If anything goes wrong with an item that is under a full warranty, the seller must:

- Fix the item to your satisfaction,
- Replace the item, or
- Refund your money in full.

Any item sold under a limited warranty must specify what items are covered under the warranty, and which items are *not* covered.

On auto repairs in general, Lea said to check out local and state laws that may apply. Maryland, for example, has one of the toughest statutes on the books concerning auto repairs. On any repairs costing over $50, the dealer must provide a written estimate of repairs. The dealer may not exceed the estimate by more than 10 percent.

If you think you've been ripped off and can't get satisfaction through the salesman, dealer or regular channels, call the Better Business Bureau, your local consumer protection agency, or one of the local news media.

Lea says of her job at WRC-TV, "the consumer affairs unit is not pressured by management to sweeten their report if it involves an advertising client. Sure, we've lost clients, but they come back to us eventually. And we work on *every* case that is sent in to us."

She added that there is no simple solution to consumer problems, but the best advice anyone can take is "*caveat emptor,*" or let the buyer beware.

Know your people . . . and yourself

By SSG GEORGE A. WESTON, SR.
HQ 1st Bn, 4th Inf, 3d Inf Div

Whether you are a squad leader, section chief or company commander, you are "management" because you are in the people business. You either directly or indirectly control one or more individuals.

Before considering mission accomplishment, the good leader or manager must understand and be concerned about the individuals who work directly under him, because they are the "tools" for accomplishing the mission.

A concerned leader doesn't just "talk" concern, he has to show it through insuring, first of all, that his people receive the things which are rightly theirs, like decent food and quarters, and insuring that their problems are resolved. Many times problem solving is just making sure that the problem is placed at the level or echelon where something can be done about it.

Once his people are taken care of, the leader attacks his own problems. One problem every leader at every echelon faces is that of identifying people who meet the Army's standards and are eligible for reenlistment. Every leader today has to be concerned about the quality of the Army tomorrow. The PFCs and SP4s of today will be the NCOs tomorrow.

The career counselor plays a major role in determining what this Army will be like. His job, among other things, includes knowing what the standards are for reenlistment and keeping the commander informed. He is the commander's resident "expert" on reenlistment and functions as a "go-between" on any problems that develop.

Reenlistment standards enable commanders to categorize people as either eligible or not eligible to reenlist. The good ones we must make every effort to keep. The best way to inform those who do *not* meet the Army standards is through a bar to reenlistment.

An individual who does not and will not meet the standards of the Army is notified formally through such a bar. The individual is put on notice, in writing, by the company commander, that he does not measure up.

There are many instances where a bar to reenlistment has resulted in "shaking up" an individual to the point where he has finally realized that he is performing in a substandard manner, and made definite efforts at self-improvement.

While not a punishment, a bar to reenlistment is a way of saying to a person that he is not so bad as to be deserving of an expeditious discharge, but that the Army doesn't need him beyond his current service commitment. The Army is saying, "We can find better people."

Just as an individual's daily performance is a consideration, a leader takes into account the answer to the question, "Would I want him to stay in my unit?". Of course, we must always remember that the leader's actions directly affect his people, and they will be asking the same question about the leader.

Before he can understand the reactions of others, a leader has to know what his own reactions are and what they mean.

Throughout the day a leader is confronted with many situations. For the career counselor, being called a "lifer" is only one of them. Such a term is a response mechanism that may signal frustration, or it may be just one way to "rattle our cages."

A leader's reaction and how he handles such situations must be determined through his understanding of why the individual felt compelled to express himself in such a manner. Without a good understanding of the individual, a leader can't know why the term was used, or whether it was meant personally or impersonally.

Any person in a leadership capacity, whether with stripes or bars or stars, has to know his people. At least as important as knowing his people is knowing himself.

Staff Sergeant George A. Weston, Sr., is the battalion career counselor of the 1st Battalion, 4th Infantry, 3d Infantry Division, in Germany.

The Woman Behind the Silver Badge

By WILLIAM E. WESTMORELAND,
Denver DRC

It's no secret that recruiting duty tends to put a strain on even the best of marriages. Wives often don't understand the pressures and long hours of the job, and recruiters sometimes become insensitive to their spouses' needs and desires.

Sergeant First Class Darl Dinger, station commander for the Thornton, Colo., recruiting station, has a theory on how to solve the problem:

First, you enlist the girl of your dreams in the Army for the duty station closest to your recruiting station, then you marry her. Next, after she finishes training and signs in at the installation, you set her up for a recruiting board, which, of course, she passes with flying colors. Finally, after she graduates from recruiting school, she is permanently assigned to your recruiting station and both of you live happily ever after.

It sounds like an improbable sequence of events, but that's precisely how it happened (except for a few embellishments by the writer to jazz up the story a little).

"I wanted more college but I didn't have the money," Corporal Dinger relates. "So I went to the Arvada, Colo., recruiting station to see about joining the Army. That's when I met Darl.

"I took the tests, and was fully qualified, but before I had a chance to sign, I landed a job in Lakewood, Colo., and decided to cool it on the Army for awhile."

Apparently Darl took the loss very hard. "I called around to my friends in the other recruiting stations in Denver," he said, "and asked them to give me a call if Nancy came into their office."

It finally paid off. Five months passed, and Nancy decided she did not like her job, and dropped into the Lakewood station to talk about enlisting.

"Well, the recruiter was late for the appointment, so I went into the Air Force recruiters' office to wait. The next thing I know, the phone rings and the call is for me! It was Darl, and he asked me to dinner; I was really surprised and impressed."

Although the kindly Air Force recruiter apparently helped him land the dinner date, things became a little bumpy for Darl.

"There was a big blow-up," Nancy recalls. "I became known as 'the rip-off.'

"I originally tested and qualified at the Arvada station, but didn't enlist. I made the appointment at the Lakewood station to see about taking the big step. By the time I had decided to enlist, Darl had been reassigned to the Thornton station, and he sold me over dinner that evening. As a result, Arvada claimed credit because I lived in their area and they still had my name in their FQNE file. Lakewood station said my bod belonged to them, and Thornton said they deserved the credit because Darl made the sale. What a mess! I still don't know who got credit for me."

At any rate, Nancy was in the Army and on her way to basic training in September 1973. And four months later she became Mrs. Darl Dinger.

Nancy and Darl both feel that being a recruiting team has distinct advantages. "When things go haywire," Darl says, "I don't have to waste my breath pouring out my troubles to a wife who doesn't really empathize. Instead, we can both commiserate for a few days, then we plan how to get the job done despite the new obstacles or handicaps. It really makes both of us feel better and, as a team, we devise more creative approaches than I did alone."

Recruiters SFC Darl and CPL Nancy Dinger

Update

Mo Pic Index

In the November issue of the *Journal* (p. 15), reference was made to one recruiter's gold mine — DA Pam Nr 108-4 (*Index of Motion Pictures for Public Non-Profit Use*).

This pamphlet is produced by and distributed from Tobyhanna Army Depot. It is in relatively short supply and we are asked to inform recruiters that requests for this booklet can be fulfilled in maximum orders of 50 per DRC. Orders should be made through the DRC A&SP shop. An updated version is scheduled to come out soon, but for now only a limited number of copies are available.

The source for the panphlet is:

Commander
Tobyhanna Army Depot
Training Support Activity
ATTN: ATTNG-TA-CS-TUI
Tobyhanna, PA 18466

TIPS

The mechanics of the enlisted centralized promotion system are spotlighted in the Winter 75/76 issue of TIPS magazine, scheduled for distribution sometime this month.

The focus is on Chapter 7, AR 600-200, in a special eight page supplement. The supplement explains who's involved in the records screening process, how soldiers are identified as being promotion eligible, and the purpose and composition of DA standby promotion boards. Also included will be a chart outlining time in service, time in grade and other promotion requirements.

Receipt of TIPS magazine is based on requirements stated by the DRC on DA Form 12-5.

Housing

One proposal coming from a joint Department of Defense-Office of Management and Budget study is to have soldiers begin paying the fair market rental value of their government quarters and to pick up the tab for utilities consumed.

The fair market rentals would be established and individual soldiers would have the option of taking on-post quarters or obtaining private quarters off-post.

The rent for family housing would be determined based on local rates, varying according to locale. If an Army post is in a high cost area, the rental value for on-post family quarters would be higher than at other posts. Bachelor housing rent would be standardized regardless of location.

If adopted, the basic allowance for quarters (BAQ) would be determined later but it would not have any direct relationship with the rent charged.

Since such a proposal would affect USAREC personnel, some good — some bad, USAREC has presented a position paper to DA on the impact.

Profile

A study conducted on sergeants major in USAREC came up with the following information:

- Average age is 45
- Average years in service is 24 years
- Average years in recruiting is 12.8
- Average enlisted evaluation score: 109.4
- Average civilian education level: 13.1
- Average years of combat arms experience: 7.5

Emergency Leave

A change to the Army's leave policy now permits a soldier to take emergency leave with space-required transportation when a close relative of the soldier's spouse dies. The policy change will permit a soldier and spouse to travel together in most cases when the soldier is on emergency leave.

A spouse's close relatives may include a father, mother, brother, or sister. Other close relatives include children, a foster parent or an only living blood relative.

These changes, which are detailed in MILPERCEN message 171720Z Nov 75, will make it easier for commanders to help soldiers and their families in time of emergency.

Survival Kit

A survivor of several snow-covered New York winters suggests the following items as a survival kit to be carried in vehicles during winter months:

- A good first aid kit
- Reflectors and flares
- Fire extinguisher
- One or more good blankets
- A small snow shoveling device
- C-ration stove and heat pellets, both of which are obtainable at military surplus stores.
- Chains and other assorted traction devices. On cars equipped with radial tires, he cautions quick removal of the full, wraparound type chains because of a radial tire's propensity to flex and consequently break that type of chain.

Our survivor reminds us that people in such places as Atlanta, Dallas, Phoenix and Los Angeles may not want to go to such extremes for a survival kit.

Update

Conference Report

During the week of December 8, MG Forrester assembled his commanders in New Orleans for an intensive round of problem-solving workshops. AFEES, DRC and regional commanders met to hammer out solutions to critical issues and mutual problems.

Some of the workshop topics included: AFEES accomplishment of centralized testing; MET site selection criteria; review of the applicant processing cycle; assistance to Reserve recruiting; Active Army assistance to recruiting; the functioning of Project AHEAD at the unit level; the weekly objective system; lead systems; and attendance at NCOES by junior enlisted personnel.

These are the key issues affecting USAREC today so watch for future developments in these areas. After-action reports on all the workshops will be provided the CG early in January.

Also in attendance at the conference were Mr. Hoffmann, (Secretary of the Army), Mr. Brotzman, (Assistant Secretary of the Army for Manpower and Reserve Affairs) and LTG Moore (DA DCSPER) as well as numerous other dignitaries.

Creative Complaints

Consumer affairs specialist Virginia Knauer recently put together her suggestions on how (and to whom) complaints about defective products should be made.

She said that knowing how to complain effectively is usually half the battle, and that consumers often undercut their chances of having problems resolved because they take complaints to the wrong place or because they use a negative approach.

To begin with, she suggests writing a letter to the retailer. He is the one who is most likely to find the source of the problem and resolve it. Always write, rather than telephoning, and keep a copy of the letter.

In the letter, include all the facts about the product. Give the model number, size, color, date and place of purchase, and tell whether you paid for it in cash, by check or with a credit card. Include a factual statement of the problem, written as clearly and unemotionally as possible.

If the retailer is unable to help you, write to the manufacturer, giving the same information. Enclose a copy of your letter to the retailer.

If you find that you are being referred to too many different people, or are being given a "runaround," go to your local consumer affairs office or to the Better Business Bureau.

Should all else fail, she suggests you write to her, describing all the steps you have taken to resolve the problem. You should enclose copies of all correspondence and send the letter to her at:

Office of Consumer Affairs
Dept of Health, Education and Welfare
Washington, D.C. 20201

Reenlistment RPIs

The following list includes items currently available for requisitioning for **reenlistment** purposes only. All requisitions should be submitted **by career counselors** on Form DA-17 (3 copies) through Commander, US Army Recruiting Command, ATTN: USARCASP-D, Ft. Sheridan, Ill., 60037, to US Army Publications Center in accordance with AR 601-280, para 1-14. Unless otherwise indicated all posters are small (11" X 14")

RPI 302, Folder, Your career decision.
RPI 303, Folder, How to tell your friends you're reenlisting.
RPI 304, Poster, I'm taking it one hitch at a time.
RPI 305, Poster, The Army's been good to this Army wife.
RPI 306, Poster, When you're doing something of value, you value yourself more.
RPI 307, Poster, Since I've been in the Army, the longest I've sat still is for this photograph.
RPI 308, Folder, Why are you staying in?
RPI 311, Poster, I want a job with excitement and intrigue.
RPI 312, Folder, I want a job with excitement and intrigue.
RPI 313, Poster, I like going to school and getting paid for it.
RPI 317, Poster, Now I'll be working near home.
RPI 319, Poster, I'd like to live in Europe. Not just visit.
RPI 325, Poster, $8,000 is $8,000.
RPI 331, Poster, Music is where I want to be.
RPI 332, Folder, Music is where I want to be.
RPI 334, Poster, How to tell your friends you're reenlisting.
RPI 349, Decal, We serve proudly.
RPI 350, Circular Screwdriver.
RPI 356, Label, Career Counseling. 3-1/2"
RPI 357, Label, Career Counseling. 9"
RPI 366, Booklet. Take a look at all the things you've been taking for granted.
RPI 381, 24 Month Reenlistment Activities Reminder Schedule. (Limited quantity)
RPI 921, Poster, Start college while you're serving.

Please note that the above listed **reenlistment** RPIs are the only **reenlistment** RPIs presently available for requisitioning.

Readership Survey

Thanks for your help.

***About once a year we ask our readers what they think of the** Journal. We ask what they like, what they don't like and what they need. So, once again, here's your chance. Just clip it out, fold it up and send it in.*

1. What is your age?
___ 20 or younger
___ 21-15
___ 26-30
___ 30-35
___ 36-40
___ over 40

2. Circle your highest level of educational attainment.
11 years or less, 12, 13, 14, 15, 16, 17 or more

3. Are you a uniformed member of the military?
___ yes ___ no

4. Do you work for USAREC?
___ Yes, I work for USAREC as a:

___ recruiter
___ station commander
___ counselor
___ other: _____

___ No, I do not work for USAREC. My title/position is:

_____

5. To what extent do you read the *Journal*?
___ All or almost all of an issue
___ Certain articles and features
___ Only a little of an issue

6. What do you do with the *Journal* when you've finished reading it?
___ Throw it away
___ File it
___ Let prospects, co-workers, spouse, friends or others read it

7. If you let others read it, estimate how many others. _____

(Fold here)

Department of the Army
HQ US Army Recruiting Command
Fort Sheridan, Illinois 60037

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Penalty for private use, $300

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DOD-314

First Class

U.S.MAIL

DEPARTMENT OF THE ARMY
Commander: U.S.Army Recruiting Command
ATTN: USARCASP-C (Journal)
Ft. Sheridan, Illinois 60037

(Cut along this line, fold and staple)

(Fold here)

8. How would you categorize the degree of importance of the following functions of the *Recruiting Journal*.

Function	Very important	Somewhat important	Not very important	Not important at all	No opinion
a. Motivate recruiters and counselors to improve production	☐	☐	☐	☐	☐
b. Entertain its readers	☐	☐	☐	☐	☐
c. Inform about recruiting and counseling	☐	☐	☐	☐	☐
d. Promote morale	☐	☐	☐	☐	☐
e. Train in recruiting and counseling techniques	☐	☐	☐	☐	☐

9. Indicate the degree of adequacy which is being achieved for each function of the *Recruiting Journal*.

Function	Requires more emphasis	Requires less emphasis	No change needed	Don't know
a. Motivate recruiters and counselors to improve production	☐	☐	☐	☐
b. Entertain its readers	☐	☐	☐	☐
c. Inform about recruiting and counseling	☐	☐	☐	☐
d. Promote morale	☐	☐	☐	☐
e. Train in recruiting and counseling techniques	☐	☐	☐	☐

10. Indicate the importance you attach to the following items:

Item	Most important	Somewhat important	Nice to have but not essentia	Should be omitted	No opinion
a. Information about Command policies and regulations	☐	☐	☐	☐	☐
b. Cartoons and humorous anecdotes	☐	☐	☐	☐	☐
c. News about AFEES and guidance counselors	☐	☐	☐	☐	☐
d. Articles about sales techniques	☐	☐	☐	☐	☐
e. News about recruiters and counselors	☐	☐	☐	☐	☐
f. Articles on options and programs	☐	☐	☐	☐	☐
g. News about wives	☐	☐	☐	☐	☐
h. Interviews with recruits	☐	☐	☐	☐	☐
i. Articles about posts and/or MOSs	☐	☐	☐	☐	☐
j. Articles on counseling techniques	☐	☐	☐	☐	☐
k. News about Army training	☐	☐	☐	☐	☐
l. Articles on advertising	☐	☐	☐	☐	☐
m. Articles of general interest	☐	☐	☐	☐	☐
n. Articles on market studies and surveys	☐	☐	☐	☐	☐
o. Articles about logistics	☐	☐	☐	☐	☐
p. Articles about Army women	☐	☐	☐	☐	☐
q. Articles on the Reserve and National Guard	☐	☐	☐	☐	☐
r. Articles discussing race relations and equal opportunity	☐	☐	☐	☐	☐
s. Articles pertaining to career counseling	☐	☐	☐	☐	☐

t. _____

u. _____

v. _____

11. I would like to receive the Journal on a _____ monthly, _____ bi-monthly, _____ quarterly basis.

12. If you have any other comments pertinent to the function, content, format or frequency of publication of the Recruiting Journal please add them here. Ideas for article subjects will also be appreciated.

_____

_____

_____

U.S. ARMY RECRUITING and CAREER COUNSELING
journal

Index for Calendar Year 1975

This index is for *Journal* issues printed in calendar year 1975, Vol 28. We felt it might be of particular use to station commanders in their continuing training mission. Those articles indexed are generally feature articles; departments have not been indexed because of their heterogeneous nature. You may wish to supplement this index with your own, indicating locations of related bits and pieces in our departments.

Advertising/Public Relations

Jan, p. 22
Apr, pp. 10, 24
Jul, pp. 10, 14, 30
Aug, p. 30
Sep, p. 6
Dec, pp. 11, 12, 13, 27, 33

AFEES

Jan, p. 30
Apr, p. 30
May, pp. 10, 12
Oct, pp. 7-19, 27
Dec, p. 29

Education/Project AHEAD

Jan, pp. 6, 8, 10
Mar, pp. 10, 11, 12, 14, 15, 20
Jun, p. 30
Aug, pp. 6, 7, 9, 11-18, 27, 29
Sep, pp. 7, 27
Dec, pp. 29, 30

Market Analysis

Jan, p. 16
Mar, p. 26
May, pp. 2, 22
Jun, pp. 9, 10
Aug, p. 32
Sep, pp. 12-14

Options/Inducements

Feb, pp. 10, 26
Mar, p. 28
Apr, pp. 2, 6, 9, 12, 27
May, p. 24
Sep, p. 6, 22
Oct, p. 28
Nov, pp. 7-11, 30
Dec, p. 30

Policy/Direction

Feb, pp. 24, 29
Apr, p. 20
May, pp. 18, 29
Jun, pp. 13, 31
Aug, pp. 2, 27
Oct, pp. 2, 25
Nov, pp. 2, 27, 30
Nov, pp. 2, 27, 30
Dec, pp. 6, 21, 22, 30

Professional/Personal Development

Jan, pp. 11, 14
Apr, p. 28
May, p. 31
Jun, pp. 2, 6, 12, 14, 15, 20, 26, 28, 35
Jul, pp. 12, 20, 25, 26
Aug, pp. 26, 27
Sep, pp. 2, 6, 15, 28
Oct, pp. 29, 30, 35
Nov, pp. 2, 12-14, 27, 34
Dec, p. 24

Prospecting/Leads

Mar, p. 30
Apr, p. 14
May, pp. 24, 27
Jun, p. 24
Nov, pp. 7-11, 12-14, 23, 30
Dec, pp. 8, 11, 21

Quality Recruiting/QIPS

Jan, p. 12
Feb, pp. 12, 14, 20
Mar, p. 6
May, pp. 6, 8, 9
Jul, pp. 6, 9
Sep, pp. 6, 12, 13, 22
Nov, p. 24, 27

Reserve/National Guard

Jul, pp. 28, 29
Dec, p. 26

Sales

Feb, pp. 6, 26, 31
Mar, pp. 6, 8
Apr, p. 32
May, pp. 13, 24
Sep, pp. 6, 12, 13
Nov, pp. 12, 13, 30
Dec, pp. 8, 11, 13, 22

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BE IT RESOLVED THAT
IN 1976 WE OF THE
RECRUITING COMMAND
WILL:

1. CONTINUE TO BUILD THE PROFESSIONAL ARMY BY GETTING THE RIGHT PERSON, AT THE RIGHT TIME FOR EVERY VACANCY.
2. CONTINUE TO DEVELOP OUR RECRUITING FORCE INTO THE MOST TALENTED, MOST PROFESSIONAL SALES FORCE IN THE NATION.
3. CONTINUE TO BE A CREDIT TO OUR COMMUNITY BY BEING GOOD SOLDIERS, GOOD CITIZENS, AND GOOD FAMILY MEMBERS.

Forrester